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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND NORTH

QUARTERLY REPORT: JULY - SEPTEMBER 2011



OCTOBER 31, 2011

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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – RC NORTH

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ABBREVIATIONS & TERMS

AO	Assistance Objective
AFN	Afghani (monetary unit of Afghanistan)
ASGP	Afghan Sub-national Governance Program (UNDP)
CLIN	Contract Line Item Number
CO	Contracts Officer
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
DAI	Development Alternatives Incorporated
DCOP	Deputy Chief of Party
DoS	Department of State (United States)
DoWA	Department of Woman's Affairs
EA	Embedded Advisor
EM	Environmental Manual
EMMP	Environmental Monitoring and Management Plan
EMP	Environment Management Plan
ESC	Environmental Screening Checklist
FAF	Foreign Assistance Framework
FEMMP	Framework Environmental Mitigation and Monitoring Plan
GIRoA	Government of the Islamic Republic of Afghanistan
IEE	Initial Environmental Examination
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MMCBP	Municipal Management and Capacity Building Plan
MTL	Municipal Team Leader
NGO	Non-Governmental Organization
PAAG	Public Administration Advisory Group
PMP	Performance Management Plan
PPP	Public-Private Partnership
RAMP UP program)	Regional Afghan Municipalities Program for Urban Populations (USAID
RC (E,W,N,S)	ISAF Regional Command East, West, North, South
RFP	Request for Proposals
RU-N	RAMP UP North
SDAG	Service Delivery Advisory Group
SDIP	Service Delivery Improvement Plan
SMAP	Strategic Municipal Action Plan
SOP	Standard Operating Procedures
SWM	Solid Waste Management
SO	Strategic Objective
TAMIS	Technical Assistance Management Information System
TBD	To be determined
UN	United Nations
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USG	United States Government

Terms

<i>gozar</i>	Neighborhood
<i>nahya</i>	Municipal District
<i>wakil or kalanter</i>	<i>nahya</i> or <i>gozar</i> representative
<i>mustoufiat</i>	Sub national representative office for Ministry of Finance
<i>Tashkeel</i>	administrative structure of a GIRoA entity
<i>Safayi tax</i>	service charge and property tax
<i>Sharwali</i>	Municipality
<i>moqarara</i>	Regulation
<i>zarang</i>	rickshaw

RAMP UP NORTH: JULY – SEPTEMBER 2011 SUMMARY

Although the Regional Afghan Municipalities Program for Urban Populations, Regional Command North (RAMP UP North) project was awarded on January 27, 2011, delays in deployment of key staff until mid-May later resulted in most of the quarter being spent on start-up activities. During this quarter, July-September, the RAMP UP-North (RU-N) project staff was able to begin their activities as set out in the original work plan, which is currently being modified because of a major reduction in funding.

July brought about a re-defined scope of work (SOW) for RU-N due to this reduction in the budget allocation—from \$50 million to \$12 million for the Base Year. This resulted in major changes in terms of administration and programming. Staffing was greatly reduced, with total expat reductions (including operations support) from 18 to 9 expats, and embedded municipal team reductions from 9 to 3. CLIN 2 focus shifted from municipal-wide infrastructure projects to smaller, Sustainable Service Delivery Improvement Projects (formerly Expeditionary Projects). These small-scale projects (with budget guidelines of \$50,000 each) provide an opportunity for the Mayor to work with communities to identify, design, and implement sustainable service improvement, while also serving as a critical venue for capacity development.

Despite the financial challenges presented, by the end of this quarter, staffing was nearly complete, including over sixty Afghan staff and nine expat staff. Despite the challenges and changes, the project received continued wide-spread support from mayors and activities were fully underway in all municipalities. Also, RU-N's offices and guest house were fully functional, security upgrades and key renovations were completed, and staff was moved in.

MUNICIPAL PROGRESS/PROGRAMMATIC HIGHLIGHTS

INTERNAL SURVEYS

The Internal Survey was designed and conducted to develop an in-depth analysis of capacity and status of all nine municipalities, and help with developing Municipal Management and Capacity Building Plans.

Issues covered in the survey were included but not limited to: capacity of particular functions, staffing status, in-use policy and procedures, and planning capabilities within each municipality. The survey also focused on the relationship between municipalities and other sub-national entities. Within the July-September timeframe, the Internal Survey was designed, conducted, and the results were analyzed and utilized.

In July, the survey tool was developed and Municipal Team Leaders (MTLs) were trained on how to use the tool to conduct the Internal Survey across nine municipalities.

Toward the end of the quarter, the data from the Internal Survey was used in the initial work on the development of Municipal Management and Capacity Building Plans (MMCBPs) and Service Delivery Improvement Plans (SDIPs). In September, the Internal Survey information was also used as a source for collecting information required for the developed Sustainability Model for Sustainable Service Delivery Improvement Projects.



RU-N staff conducts a survey of municipality Accounting and Revenue staff in Sar-e-Pul on July 19, 2011.

CIVIL SOCIETY/BUSINESS COMMUNITY SURVEYS

These rapid assessment surveys were designed and fielded as one of several proxy tools to gather citizen feedback on program activities. During this quarter, RU-N staff used these surveys to identify community needs. The data was used to set benchmarks for citizen satisfaction and to guide municipal outreach and communications efforts. Since participants in the Civil Society Surveys were key stakeholders, they were asked to join Service Delivery Advisory Groups (SDAGs) to assist the Mayor in selecting, planning, monitoring, and implementing Sustainable Service Delivery Improvement Projects.

To further develop community involvement in municipal planning, RU-N tracked respondents to the Business Community Surveys, and like the Civil Society Survey respondents, they will be asked to join an advisory group. Economic Development Advisory Groups will be made up of members of the business community and will assist the Mayor in developing and monitoring the budgets for the Sustainable Service Delivery Improvement Projects.



A member of the Service Delivery Advisory Group in Maymana is surveyed on September 25, 2011.

Results of the Civil Society and Business Community Surveys were compiled and analyzed by the RU-N M&E staff. The findings were then used by the Technical Programs Team to assist them in the selection and proposal development process for the Sustainable Service Delivery Improvement Projects.

SUSTAINABLE SERVICE DELIVERY IMPROVEMENT PROJECTS

Due to reduced funding, RU-N, with the approval of the COTR, determined that each municipality would initiate small-scale (with budget guidelines of \$50,000), high-impact Sustainable Service Delivery Improvement Projects. Both the Mayor and the Service Delivery Advisory Group (SDAG) in each municipality worked together to identify a priority or need in one sector on which to base the project.

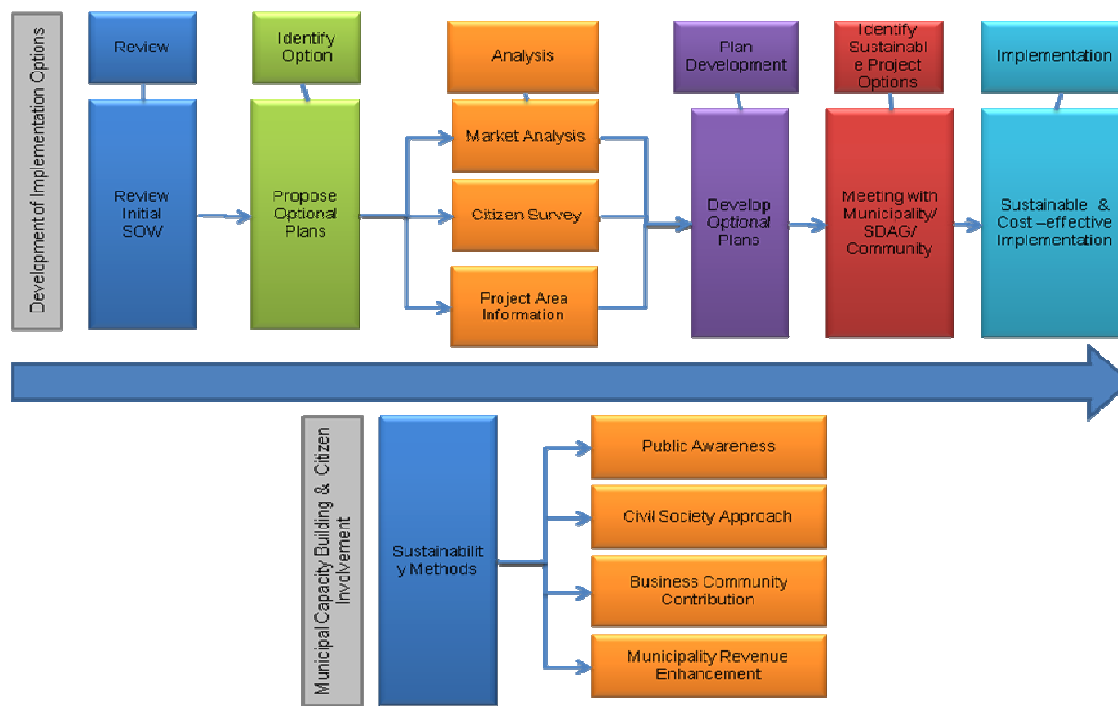


Municipality officials in Faizabad meet to discuss Sustainable Service Delivery Improvement Project requirements on August 16, 2011.

The Sustainable Service Delivery Improvement Projects are meant to 1) promote improved community service delivery models that can be sustained and replicated to include more services; 2) create a learning laboratory where citizens play a role in determining community needs, monitor results, and provide the revenues needed to sustain municipal services; and 3) serve as a vehicle to build the capacities of municipal staff in terms of planning, procurement, construction management, budgeting, and other key skills.

In August, after initial bids received for the Sustainable Service Delivery Improvement Projects were found to be well above budget, a Sustainability Model was developed in the RU-N/Mazar Office after a series of workshops. In September, the prototype—the Mazar-e-Sharif Sustainable Service Improvement Project, District 5 Trash Collection—was delivered to all Municipal Team Leaders (MTLs) to be used as a guide when working with the Mayor and Service Delivery Advisory Groups (SDAGs) to develop proposals. Once the model was distributed, Service Delivery Improvement Plans were revised and limited to one project in one specific sector.

RAMP-UP North Sustainability Model for Project Development



With a new focus on sustainability, projects bids were resubmitted and work began in earnest this quarter. Some examples are listed below:

- The first of the Sustainable Service Delivery Improvement Projects began in July in Aybak, Samangan. The project, the Aybak Central Park Improvement Project, was originally selected as an “expeditious project” at the request of Governor, Mayor and key women leaders. While the nature of the project changed, replacing “expeditious projects” with “sustainable service delivery improvements,” park renovation was nonetheless a top issue in both the civil society and business community stakeholder surveys. In August, RU-N assisted municipal officials and the Service Delivery Advisory Group (SDAG) members in evaluating the bids received after the release of the Request for Proposals (RFP). The contract was signed by the selected contractor in late September. The RU-N Municipal Team Leader and technical experts worked with the Aybak Municipality Head of Construction to finalize the Bill of Quantity. They also assisted the Mayor and his staff to develop an implementation plan, project monitoring plan, communications strategy plan, and project flow chart. This close coordination with the municipality is part of the learning-by-doing capacity building process focusing on project management, procurement and contract execution, engineering, construction, and monitoring and controlling. On 27 September 2011, the project site in the Park was surveyed and 20 un-licensed stalls were peacefully removed from the park to clear the area for construction.
- In Mazar-e-Sharif, Balkh, the Sustainable Service Delivery Improvement Project focused on trash pickup. The door-to-door trash collection in Mazar-e-Sharif’s District 5 project was developed with the help of 16 *kalanTERS*, the Mazar Service Delivery Advisory Group (SDAG) and Chairman of District 5. This project proposal was the one used as the prototype for developing the Sustainability Model for project development. In late-September, RU-N presented four implementation options to the municipality including purchasing trucks, renting trucks, purchasing small motorcycle trucks (*ZarangS*), and renting *ZarangS*. The municipality accepted the sustainability framework, but requested the development of an option to include the purchase of tractors. After conducting new market assessments for tractors, two new options were developed for purchase and rental of tractors.

The final implementation method will be selected by the municipality and Service Delivery Advisory Group early next quarter following another *kalanter* meeting to include citizen input. The project proposal will include an agreement for the municipality to provide for operations and maintenance costs of the procured equipment. A Service Delivery Improvement Plan has also been drafted around this Sustainable Service Improvement Project.

- In Jawzjan, the Sherberghan Sustainable Service Improvement Project was designed to provide steel trash bins and safety equipment for trash collectors across four districts of the municipality. In September, the Municipal Team Leader completed the research phase of the Sustainability Model, which included obtaining demographic and revenue information on Districts 1, 2, 3, and 4 and conducting a local business market assessment for the safety tools that are to be procured for the project. A citizen survey was deemed unnecessary due to the scope of the project. Early next quarter, the project proposal will be revised to reflect the new information and resubmitted for contracting.
- In Maymana municipality, the Sustainable Service Improvement Project proposed to both procure trash bins for Districts 1, 2, 3, 4 and parts of Districts 5 and 9 and to provide rental trucks, labor, and safety equipment for a waste collection program. By the end of the quarter, the Municipal Team Leader had conducted a citizen survey, market assessment for the required equipment, and collected demographic and revenue information. Though the project currently provides for door-to-door pick up, the citizen survey clearly outlines a desired for pick-up from collection points as well. Early next quarter, the project proposal will be revised with consideration for the new information.
- Each day in Pul-e-Khumri municipality an estimated 210 metric tons of waste accumulates, and because the municipality is ill-equipped to manage pickup of this trash, it has piled up in many communities. The Mayor and Service Delivery Advisory Group (SDAG), with support from RU-N, initiated plans for a Sustainable Service Delivery Improvement Project for trash collection in District 2. Municipal staff and citizens will collaborate in establishing a new sustainable system of regular trash collection.



The Service Delivery Advisory Group for Mazar-e-Sharif Municipality meets to discuss needs of the community on August 17, 2011.

In summary, projects in six municipalities are in the proposal stage, the project in Aybak is in the implementation stage, and the project in Kunduz, which was previously on hold, is in the concept development stage. Maymana delays continue due to the Governor's demands for equipment that is outside the scope of the reduced – budget program.

SERVICE DELIVERY IMPROVEMENT PLANS

Concurrent with the implementation of the Sustainable Service Delivery Improvement Projects, RU-N technical experts have introduced the concept of longer-term service delivery improvement planning. The purpose of the Service Delivery Improvement Plan is to lay a foundation for benchmarking service improvement goals, citizen monitoring, and sustainability.

In the second half of the quarter, RU-N laid the groundwork for developing the Service Delivery Improvement Plans. In September, the first Service Delivery Advisory Group (SDAG) meetings were held to discuss project priorities for the plans. To better align the plans with the Sustainable Service Delivery Improvement Projects, it was decided that the plans would be developed for one specific project, one specific sector (i.e. Waste Management), rather than for the entire municipality.

The Service Delivery Improvement Plans are being drafted collaboratively with the Mayor, the Service Delivery Advisory Group (SDAG), and RU-N technical experts. Once the draft plans are completed, they will be vetted through public meetings with community beneficiaries. By first gaining beneficiary approval

or citizen buy-in, the Service Delivery Improvement Plans are more likely to be sustained. Some examples of plans that are in process are listed below:

- In Sherberghan, an Action Plan for a municipal-wide Service Delivery Improvement Plan was drafted last quarter. However, with the shift in scope of the plans, a narrower, project-focused plan is in the draft stages, with research well underway.
- In Faizabad and Taloqan municipalities, Action Plans for Service Delivery Improvement Plans on waste collection have been drafted.
- The Mazar-e-Sharif Service Delivery Improvement Plan on waste collection in District 5 was also drafted in last quarter. The plan reflects both the application of the sustainability model and citizen engagement mechanisms.

MUNICIPAL MANAGEMENT AND CAPACITY BUILDING PLANS

The Municipal Management and Capacity Building Plans were developed based on the RU-N Internal Surveys. These surveys served to identify needs within the Mayor's office in terms of capacity building and municipal management. A Public Administration Advisory Group (PAAG), made up of key municipal officials, will develop the plans, taking into consideration citizen feedback.



The Taloqan Public Administration Advisory Group meets to discuss the Municipal Management and Capacity Building Plan on September 13, 2011.

This quarter, the Municipal Team Leaders (MTLs) assisted in forming the PAAGs in each municipality and initial meetings took place. Each PAAG has five to fifteen members who work collaboratively with RU-N staff to coordinate capacity building programming in the municipality. Specifically, the PAAGs are responsible for working with RU-N staff to: 1) develop and draft the Municipal Management and Capacity Building Plans; 2) design and deliver practical capacity building programs and activities within the municipality; 3) assess the municipality's operating systems for future improvement and/or development of standard operating procedures, performance-based budgeting systems and practices, and modernized

accounting systems; and 4) analyze and make recommendations regarding optimal organizational structures, functions, and staffing levels for the municipality.

This quarter, the Municipal Team Leader in each municipality presented the Municipal Management and Capacity Building Plan concept and objectives. To develop the plan, the PAAGs discussed the various capacity building needs of the municipalities, generally by department. In the case of follow-on meetings, the draft Action Plan was presented to the PAAG for review before submission to RU-N/Mazar Office. The final Municipal Management and Capacity Building Plans are scheduled for completion next quarter.

The below table outlines the instances of PAAG meetings in all municipalities during April-June, as well as the current status and key points for the draft action plans of the Municipal Management and Capacity Building Plans:

Municipality	Meeting Date(s)	Number of Members Present	Status of MMCBP Action Plan	Key findings/Training needs identified
Aybak	7 September 2011	11	Undergoing third series of revisions	<p>The Aybak PAAG requested the following training modules:</p> <ul style="list-style-type: none"> • Budgeting • Accounting • Revenue Enhancement • Planning • Project Management • Procurement • HR management • Basic Computer and English • Governance • Database • Environment protection • Public Private Partnerships • Women and Youth participation • Quality assurance <p>Selected trainings will be conducted as workshop and will be followed by daily on-the-job training and coaching.</p>
Faizabad	8 September 2011	5	Draft and two rounds of revision	<p>The Faizabad PAAG requested the following training:</p> <ul style="list-style-type: none"> • Financial Management (Budgeting, and Accounting). • Planning • Revenue Enhancement/Economic Development • Project Management • Computer Skills (Microsoft Office) • Quality Assurance • Monitoring and Evaluation
	14 September 2011	1		
Kunduz	20 September 2011	12	First draft	<p>The Kunduz PAAG requested the following training:</p> <ul style="list-style-type: none"> • Project Management • Planning • Revenue Enhancement • Basic English and Computer Skills • Budgeting
	25 September 2011	12		
Maymana	8 September 2011	10 (3 women)	First draft	<p>The Maymana PAAG requested the following training:</p> <ul style="list-style-type: none"> • English and Computer Training (Microsoft Office) • Concrete Test and Field Density Test • Total Station and Level Practical and Technical Training • Budgeting • Procurement • Accounting
Mazar-e-Sharif	7 September 2011	7	Finalized and translated into English.	<p>The MMCBP provides an outline of key daily tasks for each municipal department and detailed information about the budgeting and accounting cycle, to be used to schedule targeted training that will</p>
	8	6		

	September 2011			improve the municipality's process.
Pul-e-Khumri	8 September 2011	20	Not started	The Pul-e-Khumri MMCBP will be developed in October, due to staffing shortages in the municipality during September.
Sar-e-Pul	14 September 2011	6	First draft	The Sar-e-Pul PAAG requested the following trainings: <ul style="list-style-type: none"> • Accounting • Budgeting • Proposal Writing • Procurement • Basic Administration • Public Awareness/Strategic Communications
	20 September 2011	6		
Sheberghan	5 September 2011	10	Completed submitted approval. and for	Worked with UNDP/ASGP program to coordinate MMCBP with the ASGP capacity building plan for the municipality. To avoid duplication of effort, the RU-N plan will focus on in-depth functional training as follow-on to more general UNDP/ASGP introduction to key principles.
	12 September 2011	10		
Taloqan	7 September 2011	13	First draft	The Taloqan PAAG requested the following training: <ul style="list-style-type: none"> • Revenue Enhancement • Basic English and Computer Skills • Planning and Development • Leadership and Management • Financial Management • Corruption, women and youth participation, public participation

PROGRESS BY INDICATOR ON THE RU-N PERFORMANCE MANAGEMENT PLAN

RU-N's primary Assistance Objective (AO) is "improved performance and accountability of governance." The program accomplishes this objective by: (a) Increasing the capacity of GIRoA municipal officials; (b) Markedly improving the delivery of municipal services to citizens in target municipalities; and (c) increasing municipal capacity to enable, support, and sustain economic growth.

This section presents a detailed review of each RU-N Indicator, disaggregated as per the performance management plan, and illustrates progress against program indicators during the reporting period. As RU-N did not report baseline data for any of its annual indicators last quarter, baseline data for two AO indicators (AO 1.1 and AO 2.1) is reported below.

As RU-N is currently in process of revising the Performance Management Plan (PMP) along with the work plan, some indicators and baseline data are not being reported on at this time. The projected revisions will be referenced here and relevant baseline information and data for the revised indicators will be reported in the next quarterly report in January 2012. The greatest change to the PMP is the elimination of the third-party, independent citizen perception survey. With COTR approval, this survey was cancelled as the new, reduced budget and programming scope could not substantiate a survey of that magnitude. A smaller-scale focus group survey was conducted instead to collect similar perception information from two community groups: 1) civil society leaders and 2) business community leaders. This focus group survey is described in detail below.

Assistance Objective Indicators

RU-N Impact Indicators Summary Table						
Indicator	Baseline	Target	Base Year	Option Year 1	Option Year 2	Notes
A.O. 1.1: % increase in citizen satisfaction with municipal government	46%	20% increase				Percent who responded excellent, good or acceptable to the question "How would you rate the overall quality of public services provided by the municipality?"
A.O. 2.1: % increase in citizen perception that local government officials are working to serve their needs	42.8%	20% increase				Percent who responded excellent, good, or acceptable to the question, "How would you rate the performance of the Mayor in providing services to people like you?"
A.O. 2.2: % increase of citizens indicating they trust GIRoA officials in municipalities to conduct its activities to benefit the people of the city	TBD	20% increase				See revised PMP; no baseline information was collected for this indicator.

The three AO indicators – AO1.1, AO2.1 and AO2.2 – measure citizen satisfaction, perceptions about local governance and citizen trust respectively. RU-N collected baseline data for these indicators through targeted key stakeholder surveys including civil society and business community members.

In lieu of the External Survey, two Key Stakeholder survey questionnaires were developed, consisting of six questions each, targeted at Civil Society Leaders and Business Community Leaders (see annex). Using the Internal Survey results, municipal contacts, and other means of community outreach, approximately 40 individuals were identified as civil society or community leaders and as business community leaders (approximately 20 of each), and surveyed in each municipality.

Note: External surveys were not randomized and broad based as designed in the original contract. Instead it was a rapid assessment of key stakeholders. The change was a response to the budget reduction and was implemented with COTR approval. The survey was used to assess community views and to serve as the foundation for developing Service Delivery and Economic Development Advisory Groups. There was particular difficulty recruiting women participation and supportive views of municipal governance require further exploration.

During the quarter, the survey was conducted and the respondents were identified for future focus group engagement. An initial survey round was conducted in late July with the participants from the two identified focus groups. A second round of the Civil Society Survey continued throughout the quarter to ensure that the Civil Society Survey was conducted with all members of the Service Delivery Advisory Groups (focus group for civil society leaders) and that these results included 20-25% women. The same respondents will be surveyed again as part of RU-N's annual progress reporting and the Contract Year 2011 results for the AO Indicators will be reported at that time. Due to cultural considerations, a gender quota was not imposed on the Business Community Survey. One woman responded to both surveys, but her responses to the Business Community Survey have been excluded from the combined baseline results reported for the AO Indicators as she is a member of the Service Delivery Advisory Group. The below tables outline the gender and municipality disaggregation of the survey respondents:

Civil Society Key Stakeholder Survey – Respondents by Gender and Municipality			
Municipality	Total # of Men Surveyed	Total # of Women Surveyed	% of Women surveyed per municipality
Aybak	19	5	20.8%
Faizabad	16	8	33%
Kunduz	17	4	19%
Maymana	21	7	25%
Mazar-e-Sharif	18	5	21.7%
Pul-e-Khumri	23	7	23%
Sar-e-Pul	20	7	25%
Sheberghan	16	8	33.33%
Taloqan	20	5	20%
Total	170	56	25%

Business Community Key Stakeholder Survey – Respondents by Gender and Municipality			
Municipality	Total # of Men Surveyed	Total # of Women Surveyed	% of Women surveyed per municipality
Aybak	22	0	0%
Faizabad	18	2 (1duplicate)	10%
Kunduz	20	0	0%
Maymana	21	0	0%
Mazar-e-Sharif	20	0	0%
Pul-e-Khumri	21	0	0%
Sar-e-Pul	21	0	0%
Sheberghan	19	0	0%
Taloqan	20	0	0%
Total	182	2	.01%

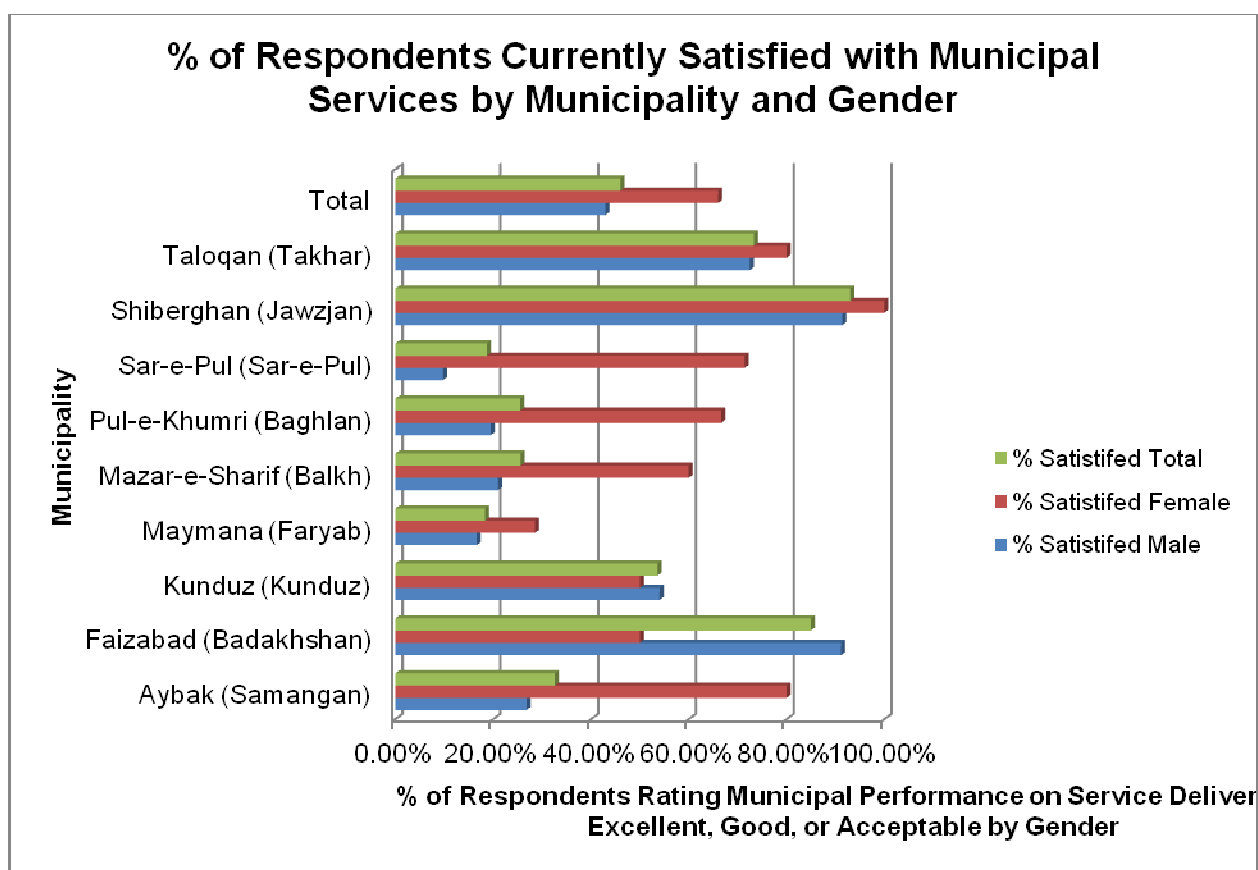
The PMP, which is being revised as part of work plan revision, will address the definitions of each indicator to accurately reflect the focus group surveys and the new funding realities.

Indicator A.O. 1.1: % increase in citizen satisfaction with municipal government

In the current PMP, Indicator AO 1.1: *% increase in citizen satisfaction with municipal government*, is measured by the question “Overall, do you think the municipal government is doing a very good job, somewhat good job, somewhat bad job or a very bad job providing the services you think they should provide?” The question asked in the RU-N Civil Society and Business Community Key Stakeholder Surveys was “How would you rate the overall quality of public services provided by the municipality?” with the possible answers of excellent, good, acceptable, poor, or bad.

Indicator A.O. 1.1: <i>% increase in citizen satisfaction with municipal government</i>						
Year	Baseline	Target	Base Year	Option Year 1	Option Year 2	Notes:
2011	46%	20% Increase				<i>Percent who responded excellent, good or acceptable to the question “How would you rate the overall quality of public services provided by the municipality?”</i>

According to the combined Key Stakeholder Surveys, 46% of the respondents believe the quality of public services provided by the municipality is excellent, good or acceptable. Generally, among males, the level of support is much lower. The survey results are disaggregated by municipality and gender in the below chart:



Indicator A.O. 2.1: % increase in citizen perception that local government officials are working to serve their needs

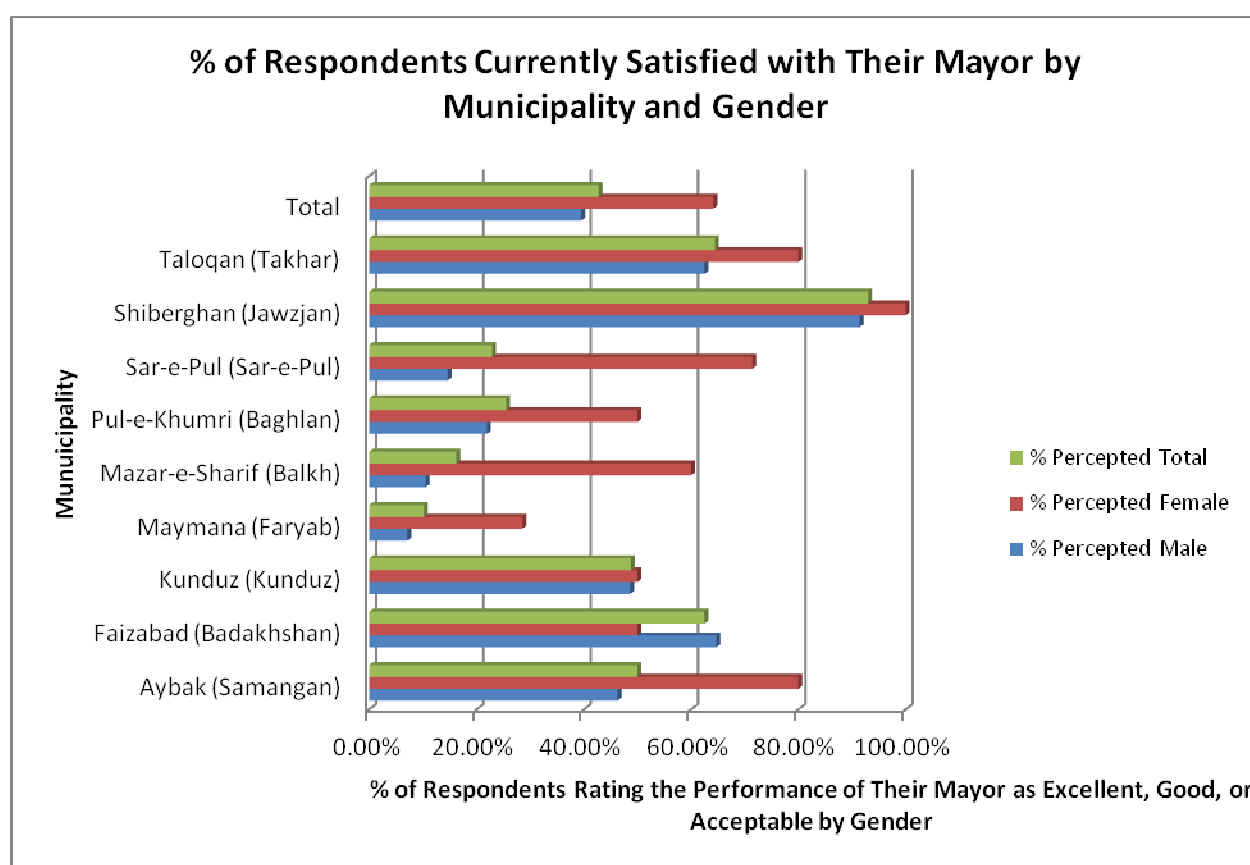
In the current PMP, Indicator AO 2.1 is measured by the questions “How often do you think local government officials are working to serve people like you?” The question asked in the RU-N Key Stakeholder Civil Society and Business Community Surveys was “How would you rate the performance of the Mayor in providing services to people like you?” with the possible answers of excellent, good, acceptable, poor, or bad. This survey question uses the person of the Mayor to ask citizens about performance of local government officials and thus relates directly to this indicator.

Indicator A.O. 2.1: % increase in citizen perception that local government officials are working to serve their needs						
Year	Baseline	Target	Base Year	Option Year 1	Option Year 2	Notes:
2011	42.8%	20% Increase				Percent who responded excellent, good, or acceptable to the question, “How would you rate the performance of the Mayor in providing services to people like you?”

According to the combined Civil Society and Business Community Surveys, 42.8% of the respondents believe the Mayor's performance on providing services to people like them is excellent, good or acceptable. Again, males scored the mayor far more poorly. Included in both surveys was a question asking the survey respondents "What are the five most important service delivery needs in your municipality?" The resulting identified service delivery needs were presented in the project selection meeting of the Service Delivery Advisory Groups in each municipality. The Service Delivery Advisory Groups used these findings to frame their discussion and, at the end of each meeting, presented the Mayor with one project concept for immediate implementation.

In addition, by conducting the survey again with the same target focus groups, RU-N will be able to effectively measure impact on its target community. In accordance with the revised work plan, RU-N's activities, and also survey population, will expand over time and measure whether or not the impact also expands over a larger group of citizens.

The disaggregated survey results are outlined in the below chart:



The RU-N Key Stakeholder Civil Society and Business Community Surveys also asked the questions: "How would you rate the performance of the Mayor on communicating with people like you?" and "How would you rate the performance of the Mayor on including people like you in the municipality's decision making process" with the possible answers of excellent, good, acceptable, poor, or bad. According to the combined Civil Society and Business Community Survey results, 48% of the respondents believe the Mayor's performance on communicating with people like them is excellent, good or acceptable and 34% of the respondents believe the Mayor's performance on including people like them in the municipality's decision making process is excellent, good, or acceptable. As the survey respondents are also either current members of the Service Delivery Advisory Groups or prospective members of the Economic Development Advisory Groups, RU-N will be directly working with these respondents in focus groups on

target activities with the municipality such as service delivery improvement and citizen engagement. Using these survey results, RU-N was able to effectively gauge the baseline situation in each municipality and use this information to design programming activities for the coming quarter.

Indicator A.O. 2.2: % increase of citizens indicating they trust GIRoA officials in municipalities to conduct its activities to benefit the people of the city

In the current PMP, Assistance Objective Indicator 2.2: *% of citizens indicating they trust GIRoA officials in municipalities to conduct its activities to benefit the people of the city*. “To what extent do you trust each of the following to conduct its activities to benefit the people in your city? Do you have a great deal of trust; some trust; little trust; or no trust for: Businesses in the local market; The religious leaders here; The U.S. Government; The local government; The provincial government; the Afghanistan national government?” None of the questions asked in the RU-N Civil Society and Business Community Surveys aligned with this question. Further, Indicator AO2.2 will likely be removed in the revised PMP; no baseline results are being reported. If not removed, relevant survey questions will be asked in the annual surveys and the baseline information presented at that time.

Indicator A.O. 2.2: % increase of citizens indicating they trust GIRoA officials in municipalities to conduct its activities to benefit the people of the city						
Year	Baseline	Target	Base Year	Option Year 1	Option Year 2	Notes:
2011	TBD	20% Increase				<i>See revised PMP; no baseline information was collected for this indicator.</i>

Measuring RU-N Outcome and Output Indicators

Indicator	Baseline	Target	July-September 2011	Notes
1.1: # of municipalities with functioning performance budgeting systems	0	3	0	See revised PMP
1.2: # of municipalities with functioning accounting systems	0	3	0	See revised PMP
1.3: # of local mechanisms supported with USG assistance for citizens to engage their sub-national government	0	6	3	Local mechanisms defined with disaggregated data table
2.1: # of sub-national government entities receiving USG assistance to improve their performance (FAF Indicator 2.3)	0	9	9	
2.2: # of municipal service delivery projects implemented	0	9	0	Service delivery project implementation will begin next quarter
2.3: % of RAMP UP North activities involving government officials in project planning, implementation, and/or evaluation	0	75%	9	Only relevant to completed projects; completion of first subproject activity anticipated during next quarter
2.4: Number of projects completed with community and GIRoA involvement	0	9	0	Only relevant to completed projects; completion of first subproject activity anticipated next quarter.
2.5: % of citizens who believe that	TBD	20% increase		See revised PMP

their access to municipally-provided services has increased				
2.6: % of targeted communities reporting increased availability of GIRoA delivered basic services	TBD	TBD		See revised PMP
3.1: # of public private partnerships established	0	3 in different municipalities	0	Programming on PPPs planned for January-March 2012
3.2: # of person-days of labor	0	120,000	0	To be removed; see revised PMP
3.3: # of sub-national institutions receiving USG assistance to increase their annual own-source revenue	0	9	9	
3.4: % increase in revenue generated		20% in 3 municipalities		Baseline information in disaggregated table
Aybak (Samangan)	7,473,500 AFN			
Faizabad (Badakshan)	550,000 AFN			
Kunduz (Kunduz)	10,410,000 AFN			
Maymana (Faryab)	3,7000,000 AFN			
Mazar-e-Sharif (Balkh)	23,124,011 AFN			
Pul-e-Khumri (Baghlan)	Unknown			
Sar-e-Pul (Sar-e-Pul)	40,001,891 AFN			
Sheberghan (Jawzjan)	2,079,567 AFN			
Taloqan (Takhar)	28,647,365 AFN			
C1: The number of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization	0	40	0	Formal training workshops to begin during January-March 2012
C2: The number of government officials receiving USG-supported anti corruption training	0	45	0	Formal training workshops to begin during January-March

				2012
C3: The number of mechanisms for external oversight of public resource use supported	0	3	2	Local mechanisms defined with disaggregated data table
C4: The number of USG-supported anti-corruption measures implemented	0	18	10	Measures defined with disaggregated data table
C5: The number of key-infrastructure rehabilitated or improved.	0	TBD	0	To be removed; see revised PMP

PROGRESS TOWARDS CLIN 1: CAPACITY BUILDING OF GIROA OFFICIALS AT MUNICIPAL LEVEL

Indicator 1.1: # of municipalities with functioning performance budgeting systems

A functioning performance budgeting system, as measured by Indicator 1.1, is defined as capacity in managing budgets to achieve particular results or objectives.

A baseline assessment of the municipalities' current financial management practices was conducted through the Internal Survey, completed during the quarter. The assessment has indicated that no performance systems are in place currently in these municipalities. RUN team plans to introduce a capacity index for this indicator to show progress the municipalities are having in adapting performance based likely that Indicator 1.1 will be revised to have an index measurement, the baseline information may be revised in the next quarterly report.

Indicator 1.1: # of municipalities with functioning performance budgeting systems							
Year	Baseline	Target	April-June 2011	July-Sept 2011	Oct-Dec 2011	Jan-March 2012	Notes:
2011	0	3	0	0			See revised PMP.

The collected information from the Internal Survey is being used by RU-N Technical Programs staff to inform the development of the Municipal Management and Capacity Building Plans, currently in process in all nine municipalities as indicated earlier in this report. RU-N did not conduct any formal programming activities on performance budgeting during the quarter. However, the principles of performance budgeting are included in the Sustainability Model approach to project development, described above. Basic performance budgeting techniques will be presented to municipal officials throughout implementation of the Sustainable Service Delivery Improvement Projects in a learning-by-doing capacity building approach in the next quarter.

Indicator 1.2: # of municipalities with functioning accounting systems

An inherently linked companion to functioning performance budgeting systems (Indicator 1.1) is Indicator 1.2, which reports the number of municipalities with an ability to transparently, consistently, and verifiably account for their resources, both in terms of financial resources and physical assets.

A baseline assessment of the municipalities' current financial management practices was conducted through the Internal Survey, completed during the quarter. In the survey, each municipality was asked: "Is your accounting system manual, computerized, or a combination of both?" Municipal officials in Sar-e-Pul, Sheberghan, Aybak, Pul-e-Khumri, and Taloqan described their systems as manual. In Maymana, Kunduz, and Faizabad, the systems were described as a combination of both manual and computerized systems; however, all of these municipalities indicated that their filing systems were manual. In Mazar-e-Sharif, both accounting and financial filing systems are computerized, but the RU-N Technical Programs Staff and Technical Experts still have concerns that the system is not transparent, consistent and verifiable. Nonetheless, as it is likely that Indicator 1.2 will also be revised to have an index measurement, the baseline information may be revised in the next quarterly report.

Indicator 1.2: # of municipalities with functioning accounting systems							
Year	Baseline	Target	April-June	July-Sept	Oct-Dec	Jan-March	Notes:

			2011	2011	2011	2012	
2011	0	3	0	0			See revised PMP.

The collected information from the Internal Survey is being used to inform the development of the Municipal Management and Capacity Building Plans. Further, detailed assessments on municipality resources and financial capacity for a specific service or sector are included in each project-based Service Delivery Improvement Plan.

While RU-N did not conduct any formal programming activities on accounting and financial management during the quarter, the principles of accounting and financial management are being included as part of the Sustainability Model for project development, currently being applied to existing and future Sustainable Service Delivery Improvement Project proposals. Basic finance and accounting techniques will be presented to municipal officials throughout implementation of the Sustainable Service Delivery Improvement Projects as a learning-by-doing capacity building approach in the next quarter.

Indicator 1.3: # of local mechanisms supported with USG assistance for citizens to engage their sub-national government

Indicator 1.3 measures the number of local mechanisms supported with USG assistance for citizens to engage their sub-national government and will demonstrate whether the number of participatory citizen engagement mechanisms increases as a result of RU-N's capacity building activities. Increasing the number of such mechanisms will create more responsive, effective, transparent, accountable, and gender sensitive municipal governance and, thereby, increase the level of good governance in RU-N supported municipalities.

Indicator 1.3 is reported on quarterly and disaggregated by municipality, province, type of mechanism and gender. Due to the required disaggregation by type of mechanism, each separate local mechanism is counted once, and the number of occurrences in each municipality indicated in a separate table below. In accordance with the seven types of mechanisms identified by RU-N for use in its programming activities, the Base Year target for Indicator 1.3 has been set at seven.

Indicator 1.3: # of local mechanisms supported with USG assistance for citizens to engage their sub-national government							
Year	Target	April-June 2011	July-Sept 2011	Oct-Dec 2011	Jan-March 2012	April-June 2012	Notes:
2011	6	0	4				Local mechanisms are defined as below with the disaggregated data.

RU-N has currently identified the following five mechanisms, to be supported through its programming: Service Delivery and Economic Development Advisory Group meetings, service beneficiary meetings, public meetings, municipal officials' interviews with media (press conferences), and opening/closing ceremonies for activities. During the quarter, three mechanisms were supported through the establishment of nine Service Delivery Advisory Groups, holding of nine Press Conferences, and holding of one public meeting across the nine municipalities. Each Service Delivery Advisory Group is only counted once for this indicator, as this is a longer term mechanism. The number of meetings held for each mechanism used is reflected in the table below.

Municipality (Province)	Service Delivery Advisory Group (Citizen Review Board)	Economic Development Advisory Group (Citizen Review Board)	Municipal Officials interview with media (press conferences)	Service Beneficiary Meeting	Public Meetings	Opening/Closing Ceremony
Aybak (Samangan)	2		2			
Faizabad (Badakshan)	3		1			
Kunduz (Kunduz)	1		0			
Maymana (Faryab)	1		1			
Mazar-e-Sharif (Balkh)	2		2	1		
Pul-e-Khumri (Baghlan)	1		1			
Sar-e-Pul (Sar-e-Pul)	1		1			
Sheberghan (Jawzjan)	2		1			
Taloqan (Takhar)	2		1			
Total	15		9	1		

A mechanism cannot be disaggregated by gender; however, the below table presents a breakdown of the participants in each mechanism by gender and municipality. In this instance, though some Service Delivery Advisory Groups members attended multiple meetings and/or participated in multiple mechanisms, they did so as Service Delivery Advisory Groups members and thus are only counted once, under the Service Delivery Advisory Groups mechanism.

Participants by gender by province in local government engagement mechanisms			
Municipality (Province)	Total Participants	Male	Female
Aybak (Samangan)	23	17	6
Faizabad (Badakshan)	20	16	4
Kunduz (Kunduz)	16	15	1
Maymana (Faryab)	30	24	4
Mazar-e-Sharif (Balkh)	48	41	7
Pul-e-Khumri (Baghlan)	24	22	2
Sar-e-Pul (Sar-e-Pul)	18	14	4
Sheberghan (Jawzjan)	26	18	8
Taloqan (Takhar)	26	11	5
Total	231	178	41

PROGRESS MADE TOWARDS CLIN 2: SUPPORT TO GIROA TO PROVIDE RESPONSIVE, EFFECTIVE, AND VISIBLE MUNICIPAL SERVICE DELIVERY

The performance measures under CLIN 2 help RU-N track the magnitude and quantity of its inputs in helping municipalities deliver visible services to their citizens and communities.

Indicator 2.1: # of sub-national government entities receiving USG assistance to improve their performance

Reported on a quarterly basis, Indicator 2.1 measures the number of sub-national government entities receiving USG assistance to improve performance, which helps track how many municipalities are being assisted against the overall target. According to RU-N's programming objectives, "sub-national government entity" is defined as a municipal government.

Indicator 2.1: # of sub-national government entities receiving USG assistance to improve their performance (FAF Indicator 2.3)						
Year	Target	April-June 2011	July-Sept 2011	Oct-Dec 2011	Jan-March 2012	Notes:
2011	9	0	9			

RU-N is fully established in all nine municipalities with at least one Embedded Team member stationed in each municipality. The Embedded Team members provide technical assistance to municipal officials and the Mayor daily. Further, RU-N has conducted the Internal Survey in all nine municipalities, drafted Municipal Management and Capacity Building Plans and formed Public Administration Advisory Groups from the Mayor's staff in all nine municipalities, and developed Sustainable Service Delivery Improvement Projects in seven municipalities, with identified projects in the remaining two municipalities. All of the above efforts constitute provision of USG assistance to improve municipal performance whether through technical assistance, assessment, planning capacity building activities, and/or service delivery improvement project development in all targeted municipalities.

Indicator 2.2: # of municipal service delivery projects implemented

This Indicator is reported quarterly and measures the quantity of service delivery projects being implemented, providing a rough measure of the scope and scale of RU-N's activities to improve services in target municipalities. As this indicator is to be disaggregated by municipality and province, a detailed table of progress on service delivery project development in each municipality is provided below.

Indicator 2.2: # of municipal service delivery projects implemented						
Year	Target	April-June 2011	July-Sept 2011	Oct-Dec 2011	Jan-March 2012	Notes:
2011	9	0	0			Service delivery project implementation will begin during October-December 2011

By the end of this quarter, while RU-N had no projects underway, all were in process. One project, to rehabilitate the Central Park in Aybak Municipality, was in the final stages of contracting and scheduled for implementation in the first week of October 2011. An additional seven projects were actively in proposal development in partnership with the mayor and community groups. Nearly all were designed to fund activities to improve municipal waste collection in accordance with each municipality's specific needs and citizen requests.

Developed Activities and Status by the End of September 2011					
Number	Region	Municipality	Province	Title	Status
1	North	Aybak	Samangan	Central Park Project	Proposal Approved
2	North	Faizabad	Badakhshan	Trash Collection Project	Proposal in Development
3	North	Maymana	Faryab	Trash Collection Program	Proposal in Development
4	North	Mazar-e-Sharif	Balkh	Trash Collection Project	Proposal in Development
5	North	Pul-e-Khumri	Baghlan	Trash Collection Project	Proposal in Development
6	North	Sheberghan	Jawzjan	Trash Collection Project	Proposal in Development
7	North	Taloqan	Takhar	Trash Collection Project	Proposal in Development
8	North	Sar-e-Pul	Sar-e-Pul	Park Renovation	Proposal in Development

Indicator 2.3: % of RAMP UP North activities involving government officials in project planning, implementation, and/or evaluation

As measured quarterly by Indicator 2.3, integrating GIRoA officials in RU-N's project planning, implementation and/or evaluation is an essential component of ensuring that RU-N not only provides services but also ensures that resources are continuously dedicated to building GIRoA planning, implementation, and monitoring and evaluation capacity in the long term. The percentage of activities with GIRoA involvement is calculated by dividing the total number of subprojects by the total number of subprojects with government involvement. As the indicator definition allows government involvement all the way through project completion (evaluation), RU-N has deemed that all phases of the subproject lifecycle can be used to calculate the total for the denominator.

Indicator 2.3: % of RAMP UP North activities involving government officials in project planning, implementation, and/or evaluation						
Year	Target	April-June 2011	July-Sept 2011	Oct-Dec 2011	Jan-March 2012	Notes:
2011	75%	0	100%			

Municipal officials have been involved in all nine Municipalities in terms of project selection (with citizen groups), planning, and cost estimation. For instance, the Aybak Central Park Improvement Project, noted above under Indicator 2.2, was identified by the Mayor of Aybak and Governor of Samangan Municipality. The Aybak Municipality Head of Construction worked closely with RU-N's Municipal Team Leader to design the project Scope of Work. The project was also approved by the Samangan Province Provincial Development Council and the Mayor. Aybak Municipality's Head of Construction participated in the bid negotiations with the contractor and the development and implementation of the Pre-Implementation Plan for the project. Each of these examples of government involvement is sufficient to qualify this activity as having involvement of government officials in project planning.

In the other eight municipalities, government officials worked closely with the Municipal Team Leaders and RU-N Technical Experts to develop Scope of Work Concepts, cost estimation, and assessment of the sustainability of each project, which also meets the definition for involvement of government officials in project planning.

In terms of RU-N's other activities, RU-N worked with mayors and municipal officials to form the Service Delivery Advisory Groups in all nine municipalities. The mayors had final approval on members and also hosted the meetings at the municipal offices. Further, the formation meetings concluded with a press conference in which the Mayor announced the formation of the Service Delivery Advisory Group and the selected project concept. This would constitute involvement of government officials in planning and in implementation had these meetings counted as a subproject activity.

At the municipal level, Public Administration Advisory Groups were formed from municipal staff and then convened to help identify capacity building needs of the municipality and draft the Municipal Management and Capacity Building Plans for all nine municipalities. This constitutes government involvement in planning as well. In sum, RU-N has actually achieved 100% government involvement in its activities.

Indicator 2.4: Number of projects completed with community and GIROA involvement

Active cooperation between GIROA and the communities they serve will help to better meet the needs of constituents through fostering constructive dialogue and engaging in joint implementation and project evaluation. As measured by Indicator 2.4, RU-N strives to ensure that all projects are completed with both community and municipal involvement. This indicator is reported quarterly.

Indicator 2.4: Number of projects completed with community and GIROA involvement						
Year	Target	April-June 2011	July-Sept 2011	Oct-Dec 2011	Jan-March 2012	Notes:
2011	9	0	0			Completion of scheduled subproject activities is anticipated for the end of the current contract year (Feb 2012).

RU-N had not completed any subprojects by the end of September 2011; consequently, RU-N is unable to report on this indicator at this time.

One round of Sustainable Service Delivery Improvement Projects is scheduled for completion by the end of RU-N's base year (February 2012). The target for the base year has been set at nine. RU-N approach is built on the participation of the community and government in the implementation of these projects.

Indicator 2.5: % of citizens who believe that their access to municipally-provided services has increased

RU-N Service Delivery projects must result in demonstrable increases in services that are provided to municipal citizens. Indicator 2.5 measures RU-N's progress against the assumption that citizen access to services should increase as a result of RU-N activities. Reported on annually, this outcome indicator will track RU-N's ability to positively affect citizen perception of municipal service delivery.

Indicator 2.5: % of citizens who believe that their access to municipally-provided services has increased						
Year	Baseline (July-Sept 2011)	Target	Base Year	Option Year 1	Option Year 2	Notes:
2011	TBD next quarter	20% Increase				See revised PMP

Due to the cancellation of the third-party, independent External Survey, no baseline information was collected for Indicator 2.5 during this quarter. The definition and data collection approach to this indicator will be updated to reflect this reality in the revised PMP. Most likely, data for this indicator will be collected through citizen perception assessments of each prospective subproject area conducted before each subproject is implemented and after it is completed. The assessment tool will be developed next quarter.

Indicator 2.6: % of targeted communities reporting increased availability of GIROA delivered basic services

Indicator 2.6 measures the increase of access to services within targeted communities. Reported on annually, this outcome indicator will track RU-N's ability to improve municipal service delivery over the long term.

Indicator 2.6: % of targeted communities reporting increased availability of GIROA delivered basic services						
Year	Baseline (July-Sept 2011)	Target	Base Year	Option Year 1	Option Year 2	Notes:
2011	TBD next quarter	TBD				See revised PMP.

Due to the cancellation of the third-party, independent External Survey, no baseline information was collected for Indicator 2.6 during this quarter. The definitions and data collection approach to this indicator will be updated to reflect this reality in the revised PMP. Most likely, data for this indicator will be collected through citizen perception assessments of each prospective subproject area conducted before each subproject is implemented and after it is completed. The assessment tool will be developed next quarter.

PROGRESS TOWARDS CLIN3: SUPPORT TO GIROA TO IMPROVE ECONOMIC DEVELOPMENT AND REVENUE GENERATION AT MUNICIPAL LEVEL

Indicator 3.1: # of public private partnerships established

Public-Private Partnerships (PPPs) in target municipalities offer numerous potential benefits to municipalities and residents alike and are a required revenue enhancement activity for RU-N. Indicator 3.1 measures the number of PPPs established in each municipality each quarter.

Indicator 3.1: # of public private partnerships established						
Year	Target	April-June 2011	July-Sept 2011	Oct-Dec 2011	Jan-March 2012	Notes:
2011	3 in different municipalities	0	0			Programming on PPPs planned for Jan-March 2012

At this time, no PPPs have been identified. RU-N is considering the identification and development of PPPs as part of revenue generation and sustainability considerations of its Sustainability Model for project development. The establishment of PPPs is also indicated as an upcoming programming activity for RU-N in the current draft of the revised work plan.

Indicator 3.2: # of person-days of labor

Indicator 3.2 measures the person-days of labor generated through RU-N's service delivery and small-scale infrastructure municipal projects and other activities. Not limited to cash-for-work, this indicator

also measures the private labor generated by RU-N subproject contracts – such as a purchase order which would require a vendor to use labor for fabrication work.

Indicator 3.2: # of person-days of labor						
Year	Target	April-June 2011	July-Sept 2011	Oct-Dec 2011	Jan-March 2012	Notes:
2011	120,000	0	0			To be removed in revised PMP

Implementation had not commenced on any of RU-N's planned service delivery projects. Further, under the revised scope of work, RU-N's focus will be on learning-by-doing and capacity building through each subproject. This is opposed to a focus on completing as many subprojects as possible in a shorter timeframe for a more tangible impact, as suggested in the original contract (which also included separate capacity building activities). While RU-N will continue to track labor generation on its subprojects, we will ask to remove this Indicator from the PMP. If this indicator is not removed, the current target of 120,000 persons will be significantly reduced to reflect the reduce budget and revised programming focus.

Indicator 3.3: # of sub-national institutions receiving USG assistance to increase their annual own-source revenue and Indicator 3.4: % increase in revenue generated

Indicator 3.3 is a standardized, global USAID/Foreign Assistance Framework (FAF) indicator. Reported on quarterly, it measures RU-N's input across its area of operations, in terms of revenue enhancement activities. Each municipality is a "sub-national institution." Indicator 3.4, which measures the increase in municipal revenue over time, provides the output measurement for RU-N's revenue enhancement and/or capacity building activities at the municipal level (i.e. for each sub-national institution).

As Indicator 3.4 measures change overtime, it is reported on annually. The baseline information on municipal revenues was collected as part of the Internal Survey conducted during the quarter; these baselines are presented below, disaggregated by municipality, province, and revenue source.

Indicator 3.3: # of sub-national institutions receiving USG assistance to increase their annual own-source revenue						
Year	Target	April-June 2011	July-Sept 2011	Oct-Dec 2011	Jan-March 2012	Notes:
2011	9	0	9			

In all nine municipalities, RU-N conducted an Internal Survey which included sections on Financial Management, Planning and Economic Development and Public Works. The resulting findings provide the baseline information from which RU-N and municipal officials can begin planning tailored revenue enhancement activities. This survey represents the first level of technical assistance that RU-N has provided to the municipalities to increase their annual own-source revenues. Further, throughout the quarter, RU-N Embedded Team members have met regularly with the municipal Finance Director's to consult on and identify possible project activities, as seen in the below table.

Number of Meetings with Municipal Revenue Directors over the Quarter (July-September)			
Province	Municipality	Status	Number of Meetings
Aybak	Samangan	Completed	4

Faizabad	Badakhshan	Completed	5
Kunduz	Kunduz	Completed	4
Maymana	Faryab	Completed	2
Mazar-e-Sharif	Balkh	Completed	2
Sheberghan	Jawzjan	Completed	8
Taloqan	Takhar	Completed	5

Going forward, the sustainability model for development of Sustainable Service Delivery Improvement Projects will encourage in each municipality to include review of specific revenue sources (such as *Safayi* tax) and develop project-specific revenue enhancement plans. Planned capacity building training in all nine municipalities will increase the ability of municipal officials to plan, implement, and manage revenue enhancement activities.

Due to the reduced funding scope, RU-N anticipates that its revenue generation activities will be focused on one revenue source at a time (or conversely in one municipal district at a time). As such, and in accordance with the questions asked in the Internal Survey, the baseline revenue information for Indicator 3.4 is disaggregated into three revenue sources: *Safayi* Tax, Business License Fees, and Property Registration Fees. If this indicator is altered in the revised PMP, this baseline data will still be relevant to the next quarterly report.

Indicator 3.4: % increase in revenue generated									
Year	Municipality (Province)	Baseline (July-Sept 2011)		Target	Base Year	Option Year 1	Option Year 2	Notes:	
2011	Aybak (Samangan)	Safayi Tax	2,133,200 AFN	20% in 3 municipalities				Baseline information; progress will be reported in annual report.	
		Business License Fee	325,615 AFN						
		Property Registration Fee	5,014,685 AFN						
		Total	7,473,500 AFN						
2011	Faizabad (Badakshan)	Safayi Tax	300,000 AFN						
		Business License Fee	250,000 AFN						
		Property Registration Fee	N/A						
		Total	550,000 AFN						
2011	Kunduz (Kunduz)	Safayi Tax	9,500,000 AFN						
		Business License Fee	910,000 AFN						
		Property Registration Fee	N/A						
		Total	10,410,000 AFN						
2011	Maymana (Faryab)	Safayi Tax	3,000,000 AFN						
		Business License Fee	200,000 AFN						
		Property Registration Fee	500,000 AFN						
		Total	3,7000,000 AFN						
2011	Mazar-e-Sharif (Balkh)	Safayi Tax	20,000,000 AFN						
		Business License Fee	1,124,011 AFN						
		Property Registration Fee	2,000,000 AFN						
		Total	23,124,011 AFN						
2011	Pul-e-Khumri (Baghlan)	Safayi Tax	Unknown						
		Business License Fee	Unknown						
		Property Registration Fee	Unknown						
		Total	Unknown						

2011	Sheberghan (Jawzjan)	<i>Safayi</i> Tax	1,090,000 AFN				
		Business License Fee	19,567 AFN				
		Property Registration Fee	970,000 AFN				
		Total	2,079,567 AFN				
2011	Sar-e-Pul (Sar-e-Pul)	<i>Safayi</i> Tax	239,830 AFN				
		Business License Fee	233,960 AFN				
		Property Registration Fee	39,528,101 AFN				
		Total	40,001,891 AFN				
2011	Taloqan (Takhar)	<i>Safayi</i> Tax	183,485 AFN				
		Business License Fee	463,880 AFN				
		Property Registration Fee	28,000,000 AFN				
		Total	28,647,365 AFN				

PROGRESS TOWARDS CROSS-CUTTING (COMMON) ACTIVITIES

RU-N places a strong emphasis on the probity and integrity of government functions. Progress on improving municipal accountability and transparency is tracked through five common indicators from the USAID Foreign Assistance Framework (with the exception of Indicator C5).

Common Indicator 1: The number of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization

Common Indicator 1 tracks overall program inputs into improving sub-national governance through training activities on a quarterly basis.

Indicator C1: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization						
Year	Target	April-June 2011	July-Sept 2011	Oct-Dec 2011	Jan-March 2012	Notes:
2011	40	0	0			Formal training workshops to begin in January-March 2012

RU-N has not conducted any formal training activities yet and cannot report on Indicator C1 at this time. The focus during this quarter was, instead, on planning and development of possible training activities. This is seen in the drafted Municipal Management and Capacity Building Plans for each municipality.

Further, much of RU-N's planned training will be through learning-by-doing or on-the-job training activities, based around planning and implementation of the Sustainable Service Delivery Improvement Projects. In accordance with planned programming, RU-N has set the target for Indicator C1 at five individuals per municipality, or 40.

Common Indicator 2: Number of government officials receiving USG-supported anti-corruption training

Common Indicator 2 tracks RU-N's level of input on formal anti-corruption training at the municipal level on a quarterly basis.

Indicator C2: # of government officials receiving USG-supported anti-corruption training						
Year	Target	April-June 2011	July-Sept 2011	Oct-Dec 2011	Jan-March 2012	Notes:
2011	45	0	0			Formal training workshops to begin in January-March 2012

RU-N has not conducted any formal training activities yet and cannot report on Indicator C2 at this time. The focus during this quarter was, instead, on planning and development of possible training activities. This is seen in the drafted Municipal Management and Capacity Building Plans for each municipality. Formal training workshops are planned for early 2012 and, as per the current draft of the revised work plan, depending on the subject, anti-corruption modules will be introduced.

C3: The number of mechanisms for external oversight of public resource use supported

Indicator C3 measures the number of local mechanisms supported which provide external oversight of public resource use that RU-N supports through its programming activities. Indicator C3 is reported quarterly and disaggregated by municipality and province. Each separate type is counted once, and the number of occurrences in each municipality indicated in a separate table below. In accordance with the

four types of mechanisms identified by RU-N for use in its programming activities, the base year target for Indicator 1.3 has been set at four.

Indicator C3: # of mechanisms for external oversight of public resource use supported						
Year	Target	April-June 2011	July-Sept 2011	Oct-Dec 2011	Jan-March 2012	Notes:
2011	3	0	2			Local mechanisms are defined as below with the disaggregated data.

RU-N has currently identified the following three mechanisms to be supported through its programming: Service Delivery and Economic Development Advisory Groups, and project-based beneficiary groups. During the quarter, two mechanisms were supported through the establishment of nine Service Delivery Advisory Groups and one project-based beneficiary group at a *kalanter* meeting in Mazar-e-Sharif. Both groups consist of citizen representatives who work closely with the municipality and with RU-N to ensure that the subproject activities are implemented in a transparent and sustainable manner. The number of meetings held for each mechanism used is reflected below.

Municipality (Province)	Service Delivery Advisory Group (Citizen Review Board)	Economic Development Advisory Group (Citizen Review Board)	Project-based beneficiary groups
Aybak (Samangan)	2		
Faizabad (Badakshan)	3		
Kunduz (Kunduz)	1		
Maymana (Faryab)	1		
Mazar-e-Sharif (Balkh)	2		1
Pul-e-Khumri (Baghlan)	1		
Sar-e-Pul (Sar-e-Pul)	1		
Sheberghan (Jawzjan)	2		
Taloqan (Takhar)	1		
TOTAL	16		

C4: The number of USG-supported anti-corruption measures implemented

Common Indicator 4 tracks the number of anti-corruption measures implemented. An input indicator, it provides a measure of citizen involvement and/or external input toward reducing corrupt practices at the

municipal level. Indicator C4 is reported quarterly and disaggregated by municipality and province. Each separate measure is counted (as opposed to the mechanism of C3), and the number of occurrences in each municipality indicated in a separate table below. In accordance with the three types of mechanisms identified by RU-N for use in its programming activities, the Base Year target for Indicator 1.3 has been set at two per municipality or 18.

Indicator C4: # of USG-supported anti-corruption measures implemented						
Year	Target	April-June 2011	July-Sept 2011	Oct-Dec 2011	Jan-March 2012	Notes:
2011	18	0	9			Anti-corruption mechanisms are defined as below with the disaggregated data.

RU-N has currently identified the following four anti-corruption measures, to be implemented: Citizen Forums (via the Service Delivery Advisory Group, Economic Development Advisory Group, and project-based beneficiary groups), and citizen monitoring plans for subprojects. During the quarter, 10 measures were supported through the establishment of nine Service Delivery Advisory Groups and one project-based beneficiary group at a *kalanter* meeting in Mazar-e-Sharif.

Municipality (Province)	Service Delivery Advisory Group (Citizen Review Board)	Economic Development Advisory Group (Citizen Review Board)	Citizen Monitoring Plans for subprojects
Faizabad (Badakshan)	1		
Taloqan (Takhar)	1		
Kunduz (Kunduz)	1		
Pul-e-Khumri (Baghlan)	1		
Aybak (Samangan)	1		
Mazar-e-Sharif (Balkh)	1		
Sar-e-Pul (Sar-e-Pul)	1		
Sheberghan (Jawzjan)	1		
Maymana (Faryab)	1		
TOTAL	9		

The Service Delivery Advisory Groups helped to design project Scopes of Work for the developed Sustainable Service Delivery Improvement Projects. Each Service Delivery Advisory Groups also signed a Transparency and Sustainability Pledge with their respective Mayor. The continued involvement of the Service Delivery Advisory Groups will provide a “check” upon municipal use and implementation of RU-N funds. The project-based beneficiary group for each project will provide beneficiary feedback on implementation progress and keep RU-N, the Service Delivery Advisory Group and the municipality informed of the beneficiary satisfaction during and after project implementation. Though the Sustainable Service Delivery Improvement Project has not yet been implemented in Mazar-e-Sharif, the project-based beneficiary group was formed on 10 September 2011, as part of the trial process for the Sustainability Model; similar groups will be formed for each project.

In this way, both citizen groups are providing an additional measure of accountability on municipality service delivery improvement. Going forward, each Sustainable Service Improvement Project will also have an approved a citizen monitoring plan to be carried out by the Service Delivery Advisory Group members and/or project-based beneficiary group members.

Common Indicator 5: Number of key-infrastructure rehabilitated or improved

Under the original contract, RU-N was to dedicate considerable effort to restoring community and public infrastructure. This effort would be measured by Common Indicator 5.

Indicator C5: # of key-infrastructure rehabilitated or improved						
Year	Target	April-June 2011	July-Sept 2011	Oct-Dec 2011	Jan-March 2012	Notes:
2011	TBD	0	0			To be removed; see revised PMP.

By the end of this quarter, RU-N had not planned on any key-infrastructure projects. Further, under the revised work plan and overall approach, the project will no longer focus on large key infrastructure projects, but rather on small sustainable service delivery improvements. As such, we will propose to remove Indicator C5 from the PMP.

PROGRAM CHALLENGES

With an overhaul of the entire Scope of Work for the project came major challenges this quarter. Work plan activities, as well as staff positions, were dramatically downscaled to match budget limitations. Revising the Service Delivery Improvement Plans to cover just one sector in each municipality is one example of a challenge presented to the RU-N staff and experts this quarter. Future challenges may stem from the reduction in RU-N staff in each municipality—the original plan called for eight RU-N staff per municipality and that number was reduced to just three.

Other program challenges relate to the general environment where RU-N operates. Field staff experienced problems transmitting activity reports (especially daily reports) due to intermittent internet connections. RU-N Senior Management have eliminated most of the obstacles to communication by providing mobile phones doubling as modems for more reliable internet connections. This was also one of many budget-wise decisions made this quarter.

Though some of these challenges were unexpected, RU-N staff and management have been able to adjust to and overcome them in a short period of time. Regular systems are in place for the most part, and the program has begun to run more smoothly and more efficiently this quarter than in the previous one.

LESSONS LEARNED

The main lesson learned this quarter relates to cost cutting to ensure the sustainability of subprojects. As previously mentioned, RU-N experienced significant budget cuts during the quarter; this resulted in a re-scoping of the project, and as a consequence, re-scoping of the subprojects in the Municipalities. RU-N Senior Management had noted that, when the subprojects entered the contracting phase, the bids from local contractors were grossly inflated and well above the budgets allotted (\$50,000 per subproject). Municipal officials needed to understand that RU-N was offering seed money to improve services and was not prepared to fund complete infrastructure development projects.

The RU-N team began to focus not only on cutting costs, but on sustainability of subprojects. To do this, local Municipal officials were called upon to get involved in the cost estimation process. Local officials were challenged by RU-N to 1) get as much out of the \$50,000 as they could (i.e. equipment, materials, and a contracted workforce), thereby keeping costs down, and 2) to ensure that they (the Municipal officials) were capable and prepared to sustain that level of service, after the RU-N project is completed. In other words, it was in the best interest of the Municipal officials and of the citizenry to keep costs at a minimum—in the interest of sustainability of service delivery.

In the case of the Aybak Central Park Project, for example, the initial estimated cost well-exceeded the budget of \$50,000. Municipal officials were asked to get involved, to observe the procurement process, and to be involved in negotiating bids. In addition, a Best and Final Offer phase was introduced to officials after initial bids, to assist in further reducing costs of each subproject. Once Municipal official had become involved, costs were cut significantly, and a more realistic bid was presented to RU-N Senior Management.

In addition to cutting the cost of the subprojects so that they could more easily be sustained, RU-N offered another incentive to the Municipal officials. Success on the first project (success = keeping initial costs under \$50,000 and proving the sustainability of the subproject) would be rewarded with a second, third, and fourth round of subprojects. Furthermore, as yet another incentive, Municipal officials would also be able to carry over unused funds, if their subproject's cost was under \$50,000, to the next round of subprojects.

At the end of the quarter, RU-N was still involved in the first round of projects. It has yet to be proven that these lessons learned have been effective and will transfer to the subsequent rounds of subprojects. However, the impact of these lessons has already begun to be seen and Municipal officials are fully involved in cost cutting and developing plans for sustainability of subprojects.

ANNEX A: ENVIRONMENTAL COMPLIANCE

All USAID activities are required to adhere to USAID Environmental Procedures 22 CFR §216. These regulations require each USAID project to undergo an Initial Environmental Examination (IEE) meant to identify the potential environmental impacts expected as a result of a project activity. Based on the IEE, a systematic approach for environmental control including procedures, instructions and templates must be generated in a project-specific Environmental Manual (EM). In addition, the preparation of a Framework Environmental Mitigation and Monitoring Plan (FEMMP) has been completed for the major activity types outlined in the IEE, represented by Municipal Solid Waste Management, Sanitation and Latrines, Small-Scale Infrastructure, and Small-Scale Road Activities. These project level documents were submitted to and approved by the USAID Mission Environmental Officer on 28 February 2011.

The Environmental Manual outlines the RAMP UP subproject-level environmental requirements, including a review and screening process that is documented on the Environmental Screening Checklist (ESC) form that is submitted to USAID for approval prior to subproject implementation. For projects that require implementation of environmental mitigation measures and monitoring requirements, such activities are documented on the Environmental Monitoring and Management Plan (EMMP) that is included in the subproject file upon completion.

The seven (7) subprojects underway include two activity types, namely small-scale infrastructure (municipal park renovations) and municipal solid waste management (trash collection activities). Due to the relatively small-scale scope of these subprojects, as well as, the low-input construction methods and emphasis on utilizing manual labor, relatively minor potential for significant adverse environmental impacts is incurred. The subproject costs and sustainability are being considered in Quarter 1 of 2012; therefore, the scope of the projects will change. However, the re-scoping of the subprojects will not affect the current status in terms of environmental impacts.

For subprojects that address municipal park upgrades, environmental mitigation has focused on personal protective measures for laborers, pedestrian and vehicular traffic safety considerations, timely disposition of spoils and wastes, and work site dust controls. Mitigation for subprojects that address municipal solid waste collection has also included emphasis on environmentally sound waste transportation measures.

In municipalities where trash collection subprojects are being implemented, a solid waste disposition survey and analysis is concurrently underway, so that siting, design and management improvements can be implemented through future activities. The implementation of community trash cleanup and collection programs have a three-fold positive effect of improving municipal service delivery programs, mobilizing the community to interact and cooperate with their municipalities, and improving the urban environment by removing trash and waste from public areas.

Subproject Number	Subproject Name	Environmental Screening Checklist Recommended Determination	USAID Approval Date	EMMP Requirement	
AYB-0002	Central Park Upgrades	Negative Determination with Conditions	Pending		Not Required
				X	Prepared
					In Progress
					Completed
MZR-0001	Trash Collection Project	Negative Determination with Conditions	Pending		Not Required
				X	Prepared
					In Progress
					Completed
TQN-0001	Trash Collection Project	Negative Determination with Conditions	Pending		Not Required
				X	Prepared
					In Progress
					Completed
SHR-0001	Trash Collection Project	Negative Determination with Conditions	Pending		Not Required
				X	Prepared
					In Progress
					Completed
FZB-0001	Trash Collection Project	Negative Determination with Conditions	Pending	X	Not Required
					Prepared
					In Progress
					Completed
PEK-0001	Trash Collection Project	Negative Determination with Conditions	Pending		Not Required
				X	Prepared
					In Progress
					Completed

MAY-0001	Trash Collection Project	Negative Determination with Conditions	Pending		Not Required
				X	Prepared
					In Progress
					Completed